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分支海事局危防工作指标体系构建
和考核机制探讨

Research on Establishment of Index System and Evaluation
Mechanism of Branch MSA's Dangerous Cargo Control and
Pollution Prevention

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摘 要

随着航运事业蓬勃发展,船舶对海洋环境造成的污染不容忽视,中国海事局作为中国航运事业的重要管理者,在国内航运管理中发挥着日益显著的作用,其中海事危险货物与防污染管理(简称危防)工作更是作为海事工作的重要一环,保证了危险货物运输安全和保护了环境。

本文在分析中国海事危防工作现状及现行危防管理模式基础上,选取分支海事局的危防工作指标体系及其考核机制作为研究内容,在构建海事危防工作指标体系的基础上,对分支海事局的工作进行综合评价,探讨考核机制,为今后海事危防工作的发展提供技术和决策参考。

论文以目标管理理论、绩效管理理论为指导,以文献研究、资料收集、专家咨询等方法相结合,构建分支海事局危防工作指标体系;采用满意度评价法,进行危防工作的现状和发展趋势综合评价,分析指标体系的合理性和有效性,为今后分支海事局危防工作职能进行重新定位和调整提供方向;基于分支海事局的职能,探讨分支海事局危防工作考核机制,为海事管理工作的创新提供方法。

本文取得研究成果主要包括:

- 1、结合我国海事工作的发展历程,分析我国现行海事目标管理考核模式;从指标体系的概念着手,分析指标体系的设计原则和研究进展;评述目标管理和绩效管理理论及其研究进展;分析考核机制的研究现状及存在问题。

- 2、构建分支海事局危防工作指标体系,通过专家问卷,尝试构建一个结构合理、关系协调、应用性强的分支海事局危防工作指标体系。

- 3、选定福州海事局作为典型案例,采用满意度评价法对 07、08 年危防工作进行现状评估,成绩分别为 72.71 分和 81.22 分,验证了所构建指标体系的合理性和有效性;按海事危防发展目标预测 2015 年将达 93.84 分,满意度评价为优。对于今后分支海事局危防部门对工作职能进行重新定位,弥补不足,调整工作努力方向起到导向作用。

- 4、在构建分支海事局危防工作指标体系的基础上,探究了危防工作的考核机制。

关键词: 海事危防工作; 指标体系; 考核机制

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Abstract

As the shipping industry flourishes, the ocean environmental pollutions caused by ships should not be ignored. Thus, the Chinese MSA, an important manager responsible for the Chinese shipping industry, has gradually played a significant role in the shipping management at home. Among those works carried out by MSA, the dangerous cargo control and pollution prevention has become an extraordinary one, which ensures the transportation of dangerous cargo and also protects the environment.

Through the analysis of the situation of the Chinese MSA's dangerous cargo control and pollution prevention as well as its management pattern at present, this paper aimed to examine the indicator system and evaluation mechanism of the pollution prevention in the branch MSA. On the basis of the establishment of the indicator system, the paper made a comprehensive evaluation on the work of the branch MSA and discussed the evaluation mechanism so that technical and decisive references can be provided for the development of the MSA's dangerous cargo control and pollution prevention.

In order to establish the indicator system of branch MSA's dangerous cargo control and pollution prevention, this paper referred to the theory of objective management and performance management and adopted methods such as document research, data collection and expert consultation. Meanwhile, it used the satisfaction index to evaluate the status and development trend of the dangerous cargo control and pollution prevention work and decided if the indicator system is reasonable or effective, and provided direction for the relocating and readjustment of branch MSA's dangerous cargo control and pollution prevention work's function. Also, this paper discussed the evaluation mechanism of the pollution prevention carried out by the branch MSA based on its function, which would offer methods and guidance for the creation of the MSA management.

The following are the details of the research in this paper:

1. Analyzed the evaluation pattern of the present MSA objective management in China through the retrospect of the development of Chinese MSA; analyzed the design principle and the research of the indicator system based on the conception of the system; evaluated the theories of objective management and performance management as well as the research of the two theories; illustrated the situation of the evaluation mechanism research and the problem within it.

2. Established the indicator system of the pollution prevention carried out by the branch MSA, and through the expert questionnaire, tried to set up such a system with appropriate structure, harmonious relationships as well as efficient application.

3. Chose Fuzhou MSA as the typical case and adopt the satisfaction index to evaluate the work carried out by Fuzhou MSA in 2007-2008, and reached the results of 72.71 and 81.22, through which the effectiveness of the established indicator system was verified, while the satisfaction index score of the work carried out by Fuzhou MSA in 2015 was also revealed, with the result of 93.84, whose evaluating satisfaction was excellent. Therefore, the work carried out by the branch MSA would

be corrected and adjusted.

4. On the basis of the establishment of the indicator system in branch MSA's dangerous cargo control and pollution prevention, the evaluation mechanism of its work was explored.

Key Words: MSA's dangerous cargo control and pollution prevention; indicator system; evaluation mechanism

厦门大学博硕士论文摘要库

目 录

第一章 引言	1
1.1 选题依据与意义	1
1.1.1 研究背景	1
1.1.2 研究目的及意义	3
1.2 研究对象的选择	4
1.2.1 我国海事管理工作发展历程和机构设置现状	4
1.2.2 海事管理工作现行模式	6
1.2.3 分支海事局工作职责	6
1.2.4 分支海事局危防处工作职责	11
1.2.5 研究对象选择	12
1.3 研究内容与技术路线	12
第二章 指标体系与考核机制的研究和应用进展	15
2.1 指标体系的概念和应用进展	15
2.1.1 指标体系概念	15
2.1.2 指标体系设计原则	15
2.1.3 指标体系应用进展	16
2.2 指标体系理论基础及研究进展	17
2.2.1 目标管理理论	17
2.2.2 绩效评估和绩效管理理论	18
2.3 考核机制研究现状及存在问题	21
第三章 分支海事局危防工作指标体系的构建	23
3.1 分支海事局危防工作指标体系的构建思路	23
3.2 分支海事局危防工作指标体系的设计原则	23
3.3 分支海事局危防工作指标体系的构建	25
3.3.1 指标的筛选	25
3.3.2 建立评价指标体系的递阶层次结构	27
3.4 分支海事局危防工作指标体系权重的筛选	30
3.4.1 发放专家问卷	30
3.4.2 问卷统计得出权重值	30
3.4.3 综合权重的计算	30
3.5 综合评价方法	30
3.5.1 层次分析法	30
3.5.2 评价标准的确定	34

3.5.3 满意度评价方法	34
第四章 分支海事局危防工作指标体系综合评价	36
4.1 专家问卷的调查结果	36
4.2 指标权重的确定	39
4.2.1 指标体系各准则层指标权重的确定	39
4.2.2 专家问卷中新增指标的处理	42
4.2.3 专家问卷中意见的采纳情况	44
4.3 分支海事局危防工作指标体系准则层权重的计算	44
4.4 指标体系的形成	45
4.5 案例分支海事局危防工作指标体系的综合评价	47
4.5.1 案例研究对象情况简介	47
4.5.2 评价标准满意度函数的界定	48
4.5.3 指标体系的调整	58
4.5.4 满意度评价结果	61
4.6 分支海事局危防工作指标体系的科学性分析	63
4.7 案例分支海事局危防工作发展趋势分析	65
第五章 分支海事局危防工作考核机制的理念体系	68
5.1 职能与考核工作重点	68
5.2 海事危防工作考核机制分析	69
5.2.1 海事危防现行考核机制分析	69
5.2.2 海事危防指标体系考核机制分析	69
5.3 考核机制的探究与考核办法的制定	70
5.3.1 考核机制的功能定位	70
5.3.2 考核机制的主体	70
5.3.3 考核机制的建立	71
5.3.4 考核办法的制定	72
第六章 总结与展望	76
6.1 本研究主要成果	76
6.2 论文创新点	77
6.3 不足与展望	77
[参考文献]	79
[硕士期间主要科研成果]	83
[致谢]	85

CONTENTS

Chapter 1:Introduction.....	1
1.1 Preface.....	1
1.1.1 Research Background	1
1.1.2 Research Objectives and Significance	3
1.2 Research Objects	4
1.2.1 The development of Chinese MSA's work	4
1.2.2 The current managing mode of Chinese MSA's work	6
1.2.3 The duties of branch MSA	6
1.2.4 The duties of branch MSA's dangerous cargo control and pollution prevention department	11
1.2.5 Selection of research objects.....	12
1.3 Research contents and approach	12
Chapter 2 : Review of indicator system and assessment mechanism	15
2.1 Review of indicator system's definition and application.....	15
2.1.1 Definition of indicator system	15
2.1.2 Principle of indicator system selection	15
2.1.3 Review of indicator system's application	16
2.2 Theoretical basics and advancement of indicator system	17
2.2.1 The theory of management by objectives	17
2.2.2 Performance evaluation and performance management theory.....	18
2.3 Research trend and main problems of assessment mechanism	21
Chapter 3:Indicator system on branch MSA's dangerous cargo control and pollution prevention department.....	23
3.1 The building idea of indicator system	23
3.2 Principle of indicator system selection.....	23
3.3 Building indicator system.....	25
3.3.1 Selection of indicators	25
3.3.2 The hierarchical structure of indicator system.....	27
3.4 Indicators' weight	30
3.4.1 Expert questionnaire	30
3.4.2 Weight values	30
3.4.3 Comprehensive calculation of the weights	30

3.5 Synthetical assessment methods.....	30
3.5.1 Analytic Hierarchy Process.....	30
3.5.2 The assessment standard.....	34
3.5.3 Satisfaction assessment methods	34
Chapter 4 : Synthetical assessment on branch MSA's	
dangerous cargo control and pollution prevention work.....	36
4.1 The results of Expert questionnaire.....	36
4.2 Indicators' weight	39
4.2.1 Indicators'weight for all layers of criteria	39
4.2.2 Add indicators	42
4.2.3 Accept the suggestions from Expert questionnaire.....	44
4.3 The calculation of criteria layer's weights of the indicator system	
of branch MSA's dangerous cargo control and pollution prevention	
.....	44
4.4 The formation of indicator system	45
4.5 Case study of the indicator system of synthetical assessment on r	
branch MSA's dangerous cargo control and pollution prevention ...	47
4.5.1 Background	47
4.5.2 Assessment standard of satisfaction function	48
4.5.3 The adjustment of the indicator system	58
4.5.4 The results of satisfaction assessment.....	61
4.6 Scientific analysis of indicator system	63
4.7 Trend analysis of case banch MSA	65
Chapter 5: The philosophy of assessment mechanism for the	
branch MSA	68
5.1 Function and focus of assessment.....	68
5.2 Analysis of assessment mechanism.....	69
5.2.1 Analysis of current assessment mechanism	69
5.2.2 Analysis of indicator assessment mechanism	69
5.3 Study on assessment mechanism and methods.....	70
5.3.1 The function of assessment mechanism.....	70
5.3.2 Subject of assessment mechanism	70
5.3.3 The establishment of assessment mechanism	71
5.3.4 Assessment methods	72
Chapter 6: Conclusions and Prospects	76

6.1 General conclusions	76
6.2 Main innovation spots.....	77
6.2 Deficiencies and prospects	77
[Reference].....	79
[Main scientific research achievements].....	83
[Acknowledgement]	85

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